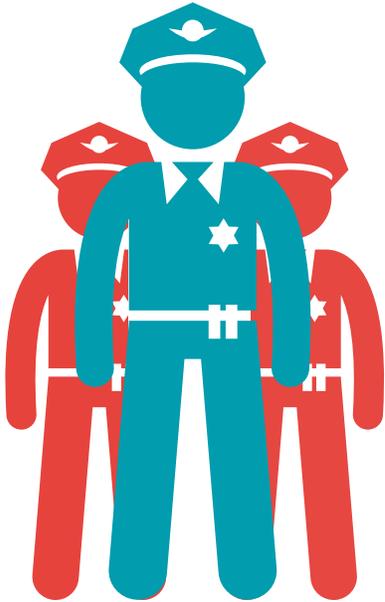


Informational Tool: Police Chief Considerations



There is no one set of criteria to determine what makes an effective police chief. This is because there is no one set of criteria to determine an effective police organization. In determining what metrics or factors should be considered for the next New Orleans Police Department (NOPD) chief, the Office of the Independent Police Monitor (OIPM) considered how to measure police effectiveness and what traits or abilities are attributed to an effective leader – particularly in a para-military organization. The OIPM also considered relevant topics in policing both nationally and locally and created topic areas and questions that are designed to get the candidate's perspective on how to identify, assess, address, and where appropriate, resolve, the topic issue.

The position of the OIPM is that the application process is a chance to understand the personality and vision of the candidates for the NOPD to determine if the candidate's approach towards the community, the internal operations of the NOPD, policing tactics and strategies, governmental partners, federal obligations, and oversight embody the culture that New Orleans would like to see implemented or continued at the NOPD.

Ultimately, the candidates cannot promise or assure a certain approach or response to a scenario during an interview or application process that will always be utilized during the chief's tenure. The assumption is that leaders may change, or operations may differ from the intent of the leader. However, there is value to understanding a candidate's thought process on these topics and considering their perspective in any final decision on who will be the next chief of the NOPD. The leader of a police department sets the tone and culture of the department, will act as the voice of the department both internally and externally, and is the final departmental approval to discipline, practice, and policy. It is important to understand the attitude, training, and perspective that each candidate may enter the job with in order to assess their potential as a leader of this department.

This tool seeks to:

- Provide a brief overview of how chiefs are selected and were previously selected both in New Orleans and nationally.
- Explore the metrics historically used to measure the impact of a police department and by extension, its chief.
- Provide context on what makes a police chief an effective or desirable leader - both in terms of traits and experience.
- Highlight topic areas of local and national relevance for police departments and their leadership that could guide a selection process with examples of questions on specific topics. This is meant to be an example of how interview questions could be structured to learn more about the leadership culture, policing perspective, and decision-making style of the candidates.

The Office of the Independent Police Monitor (OIPM)

First, a brief understanding of who the OIPM is and why the OIPM is weighing in on leadership of the NOPD. The Office of the Independent Police Monitor (OIPM) is an independent branch of city government responsible for providing oversight to the NOPD. The OIPM provides oversight through monitoring, reviewing, and auditing police activity and data. The OIPM is responsible for conducting complaint and commendation intake, on-scene monitoring of critical incidents and uses of force, overseeing the community-officer mediation program, reviewing investigations, providing assessments, identifying patterns, and making recommendations for improved practice, policy, resource allocation, and training. Within the NOPD, the OIPM strives to make the NOPD a safe, nondiscriminatory, and supportive employment experience for all NOPD employees that promotes positive policing, realistic outcomes, and ensures accountability for bad actors. In the community, the OIPM seeks to engage the community in how they are policed as well as amplify the voice of the community to ensure that all within the city – visitors and residents alike – can access police services equally, safely, and have a positive and productive experience with officers.

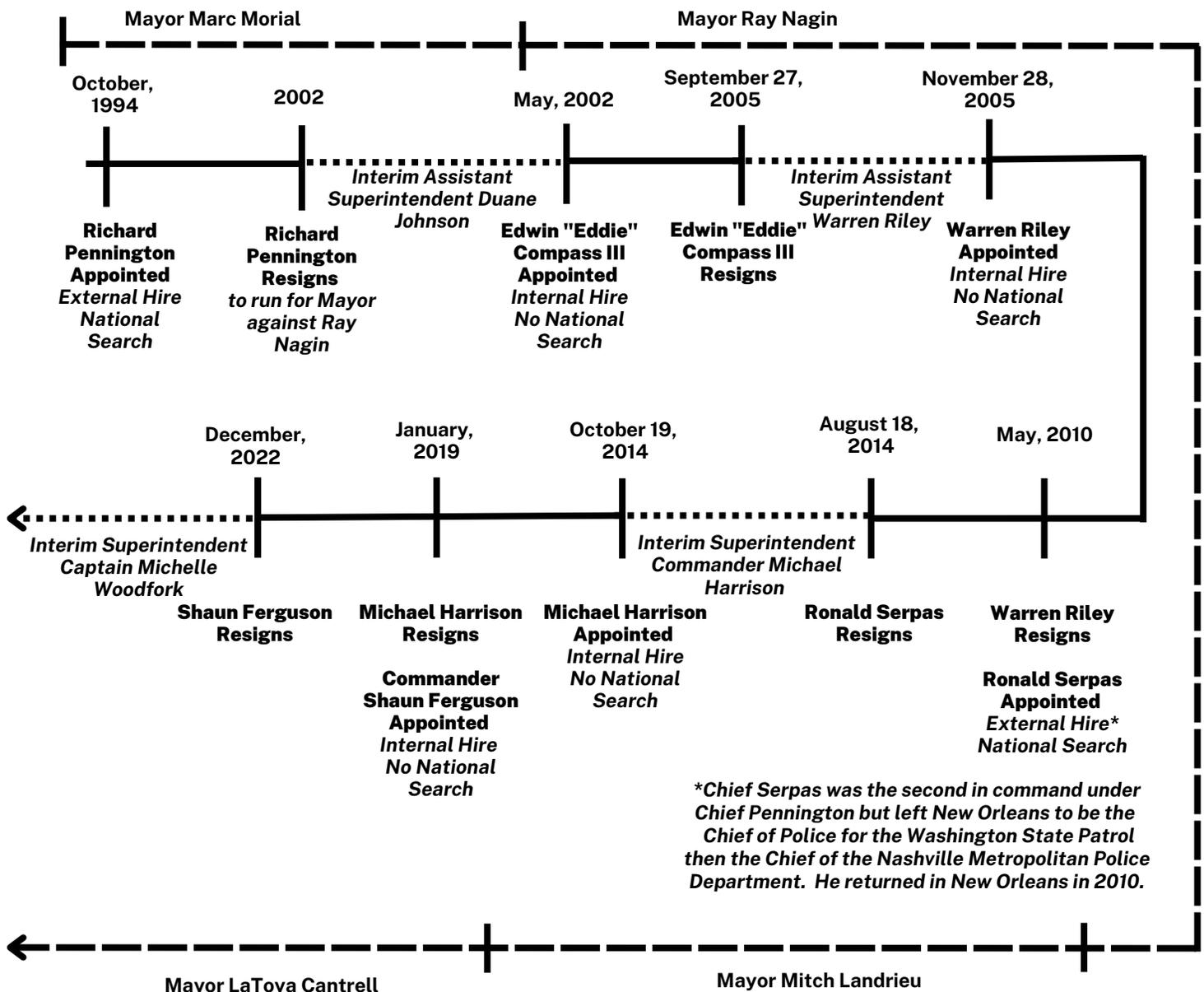
Now, the OIPM is in a unique position to assess the selection process for a police chief and consider what the goals of the selection and search process should be. The OIPM is producing this tool to provide context and examples to readers of how to determine what makes an "effective" police department and therefore, an effective police chief, and how to use the selection process to learn more about the candidates through scenario and topic based questioning relevant to New Orleans.

How a Chief is Selected

The superintendent of police is appointed by the mayor and serves at the discretion of the mayor. In 2022, Orleans Parish passed an amendment to the Home Rule Charter in New Orleans, Art. IV, Sec. 4-106 - CC, which requires that the city council must confirm mayoral appointments made under Article IV of the Charter and allows for interim appointments to be made by the mayor for up to 120 days. Now, the mayor may appoint a new chief but this candidate must be confirmed by city council in order to be formally appointed to the position.

Historically, there have been different approaches to the selection of chiefs in New Orleans. The OIPM presents these historical differences to provide context to how these decisions have been made in the past which may shed light on how this decision may be made again.

Timeline of NOPD Chiefs and Interim Chiefs; Mayors 1994 - Present



As seen, the mayors of New Orleans have utilized both internal hires and national searches to determine who should lead the NOPD. Some mayors utilized interim chiefs in certain situations while at other times a permanent chief is immediately selected. The fact that both internal and external searches and interim chiefs and no interim chiefs have been utilized means that there is no set norm on how this process should be conducted.

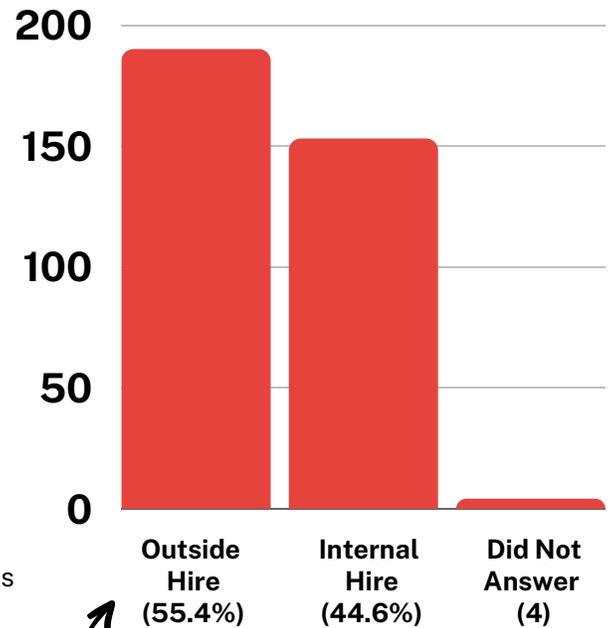
Looking nationally, there is a move towards broader leadership searches that utilize a national search model with a search firm or consultant used to help with the search and selection of final candidates for the municipality or locality. Search consultants provide benefits to cities. Search consultants know the applicant pool better and may already have an advantage with knowing the background, strengths or weaknesses of the applicants. According to a 2021 survey of 347 police departments conducted by the Police Executive Research Forum (PERF), over one third of chiefs (38%) were selected through a process that utilized a search consultant or firm and a national search was utilized 59% of the time.

There are also national membership organizations where job posts can be advertised to reach a national audience of policing professionals including:

- The Police Executive Research Forum (PERF)
- International Association of Chiefs of Police (IACP)
- National Organization of Black Law Enforcement Executives (NOBLE)
- Hispanic American Police Command Officers Association (HAPCOA)
- National Association of Women Law Enforcement Executives (NAWLEE)

According to a Police Executive Research Forum (PERF) survey conducted in 2021 of 347 police chiefs, here is some information regarding how the search was conducted and other factors that were part of the search process. Such information is a helpful overview of chief searches that are conducted across the country and what factors were considered during the hiring processes.

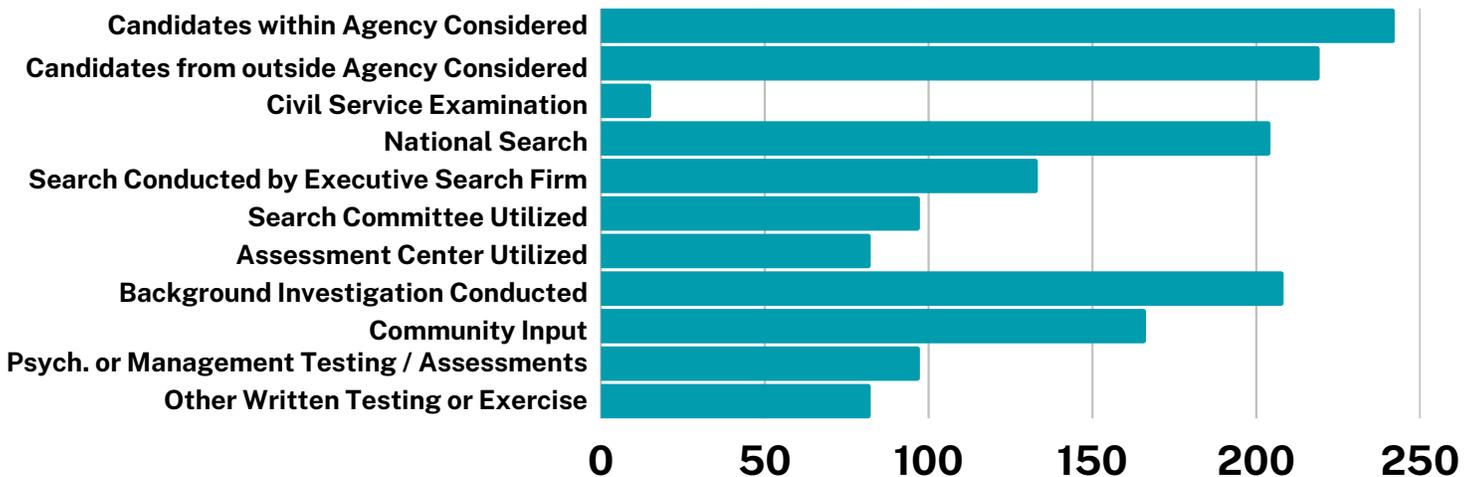
Internal or External Hire - PERF 2021 Survey Results



"Nearly three-quarters [of chiefs surveyed] had served in more than one agency during their careers."
— PERF

"Community input is becoming an important part of the search process. More than 35% of chiefs in the 2021 survey said their process included public interviews or presentations"
— PERF

How Search / Hiring Was Conducted - PERF 2021 Survey Results



Search Committees

According to the 2021 Police Executive Research Forum (PERF) survey roughly 28% of responding police departments utilized a search committee when hiring a new chief. There are benefits to utilizing a search committee in order to find competitive candidates or to set what the ideal criteria should be for the desired candidates. Search committees can play various roles in the process:

- Opportunity to have community leaders participate and receive community input in hiring process;
- Acting as a "gatekeeper" or a first review / screen of the candidates;
- Representing the local history, culture, values and interests of New Orleans to ensure that candidates have a respect and understanding of region and our unique challenges and needs;
- Representing special interests, advocacy groups, or specific concerns within the community;
- Finally, a search committee can be an ongoing resource and transition tool for any selected candidate as this chief starts engaging with the community. The search committee could advise the chief, particularly in the beginning of their leadership tenure, on how to proceed in order to attain and earn community buy-in.

**"It is becoming more common for the identities of the finalists for a police chief's job to be made public, in the interest of transparency and community involvement in the process."
— PERF**

Effectiveness in Police Departments and Leadership

What is an effective police department?

Traditionally, police departments were assessed using a "productivity" or "traditional" model. Under this productivity / traditional model, police departments use crime and response metrics to assess officer and department performance. When looking to what would be a productivity / traditional policing metric to measure effectiveness there are four main categories:

Crime rates

The Uniform Crime Reports were developed specifically to track crime rates for the purpose of determining if a police department was being productive.

Clearance rates

Response times

Productivity or workload data

This would include number of arrests, stops, citations issued, etc.

There are articulated problems with this productivity / traditional model of assessing the impact of a police department. For example, response time statistics can be manipulated based on how the call was coded in. It can actually speak more to a jurisdiction's population, crime per capita, or where stations are based in relation to crime. This also only captures reported crime – not offenses that go unreported or reported at a later date. Finally, it does not state anything about the service provided by the police and the quality of service as determined by the customer: the community.

As police departments transitioned to being more community oriented, new metrics started to be focused on capturing the type of policing service provided, the quality of the service, and the impact of this service. However, these metrics tend to be more individualized to the department or the district – focused on the needs of that community, the input of stakeholders, or the goals of that police department. As a result, it has become difficult to clearly compare department to department or officer to officer across jurisdictional lines as the metrics for effectiveness become individualized and focused on the locality's needs.

What is an effective leader of a police department?

The OIPM highlights the difficulties around creating or sharing policing metrics since this difficulty extends to how to measure effective leadership of police departments. It may prove difficult to measure the impact of leadership (or even policing) jurisdiction to jurisdiction. If a national search is conducted, it may prove difficult to take the metrics of one department and compare it to NOPD or gauge what that metric means for us.

For these reasons, the OIPM encourages those involved in the search and selection to not only rely on numbers presented or goals accomplished, but to also use this as a chance to learn about more about the personality of the candidates, specifically their:

Leadership Culture

Perspective on Policing

Decision-Making Process

There ultimately are no set metrics and it is up to us - as a people - to decide how to measure what an effective chief is and by extension, what we are looking for in the next leader of the NOPD.

Experience Required of Chiefs

Similarly as above, there are no set educational or career accomplishments required to be a police chief jurisdiction to jurisdiction. Here are just some of the qualifications that may be beneficial for this position:

- Educational degrees including Masters in management, criminal justice, law, social work, or another relevant field.
- Experience in or leading specialized units within police departments.
- Experience in or leading military units.
- Experience leading districts within a police department.
- Additional training or certificates from national accredited programs in policing and / or management.
- Experience with making budgetary decisions for a policing agency.
- Experience with media, presenting to governmental agencies, public presentations.
- Experience within the accountability or disciplinary system.

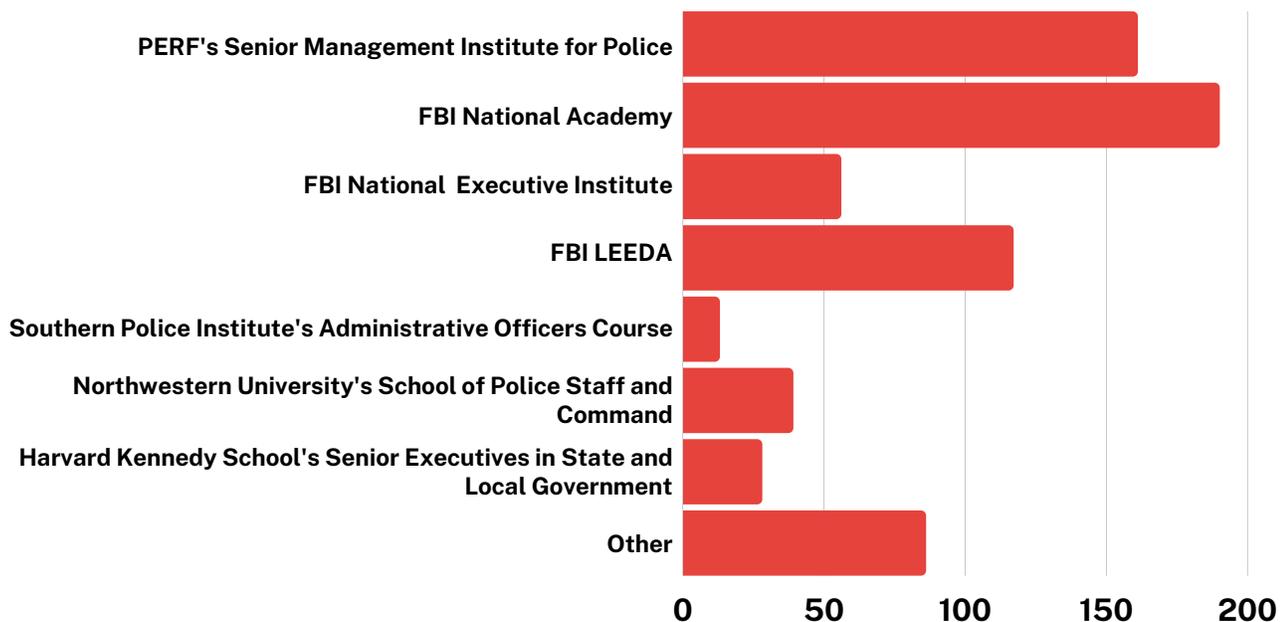


Highest Level of Education - PERF 2021 Survey Results

Number of Captains	Level of Education
69 (20.1%)	Bachelor's Degree
248 (72.3%)	Master's Degree
11 (3.2%)	Law Degree
8 (2.3%)	Ph.D.
3 (0.9%)	Other
3 (0.9%)	Prefer not to answer

"Nearly 4 out of 5 chiefs possess an advanced degree, either a master's degree, law degree, or Ph.D."
— PERF

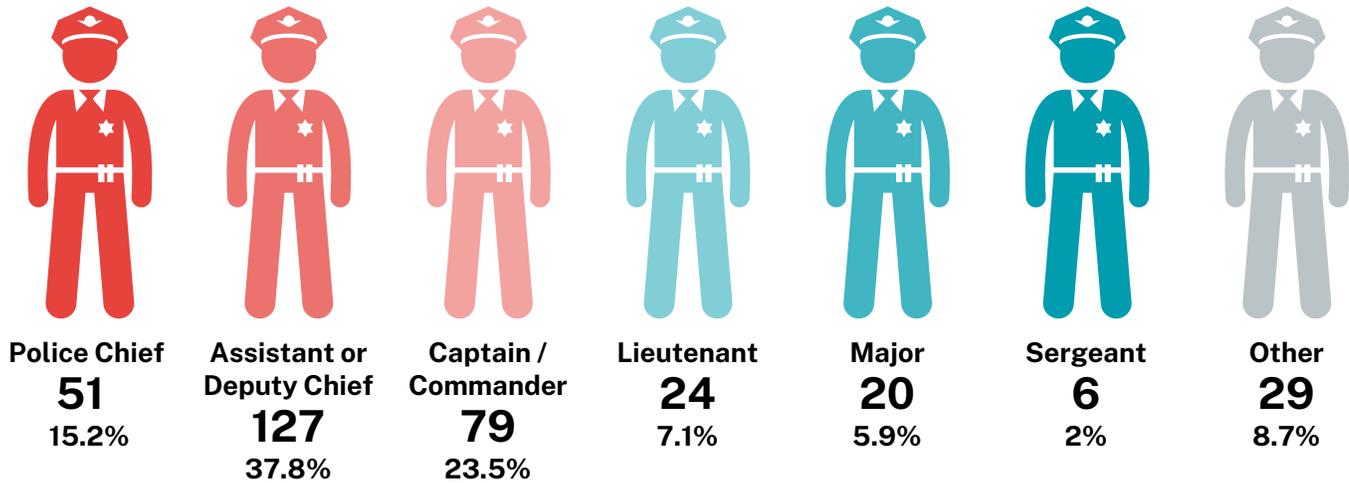
Executive Development Training Program Participation - PERF 2021 Survey Results



Ideally, any candidate being considered would have extensive leadership, supervisory, and command experience; however, there is no requirement regarding how that experience is achieved or at what rank it should be attained. As shown in the below PERF survey of chiefs, the selected leader came from a variety of previously held ranks within police departments prior to being named chief of the department.

Rank Held Prior to Obtaining Current Chief Position - PERF 2021 Survey Results

**"Nearly two-thirds of the chiefs in the 2021 survey had between 21 and 30 years of experience prior to becoming a chief for the first time."
— PERF**



Leadership Traits in Police Chiefs

Even within policing resources, there is not one criteria for what makes a strong police chief. The OIPM looked to what traits were highlighted by resources used by police departments when looking for police chiefs and found different answers. The OIPM found the following traits were showcased in these resources. These traits may be valuable to keep in mind when assessing candidates or speaking to a candidate's references:



Effective communicator, honesty and integrity, intelligence balanced with common sense, effective listener, model positivity and ethical behavior, decisive, ability to see the big picture, accountable, ability to focus, resourcefulness and ability to innovate, ability to empower self and others, and a balanced work and personal life with boundaries.

"Leadership as a Police Chief: Advice from Those Who've Been There" by Randy Garner, PhD, Applied Psychology in Criminal Justice, 2018.

Active listening, education, attention to detail, directions (provide clear and consistent instructions), evolution, resourcefulness, service, humor, integrity, people ("an effective leader discovers the strengths of individuals and helps them utilize those strengths, thus increasing both performance and morale... putting people first is something that an effective leader can't overlook")

10 Essential Attributes of Effective Leaders, International Association of Chiefs of Police

Experienced, supportive, honest, forward-thinking and open-minded, transparent, inspiring.

Pulse of Policing: Police1 by Lexipol

Vigilant, nimble, skillful.

"New Perspectives in Policing"

NOPD Expectations of the Superintendent of Police

According to NOPD Operational Manual Policy Chapter 11.0: Organizational Command Responsibility, the Chief of the NOPD is responsible for:

- Administering and managing, including appointing the leadership of the bureaus of the NOPD including the Field Operations Bureau (FOB), the Investigation and Support Bureau (ISB), the Public Integrity Bureau (PIB), the Management Services Bureau (MSB), and the Professional Standards and Accountability Bureau (PSAB).
 - These leaders serve at the discretion of the chief of police and report directly to the chief.
- Daily management of the NOPD including all administrative, organizational, supervisory, and discipline-related functions of the NOPD.
- As the highest authority within the NOPD, the chief is ultimately the final decision maker within the department and is ultimately responsible for the strategies, operations, discipline, and policy created by the NOPD.

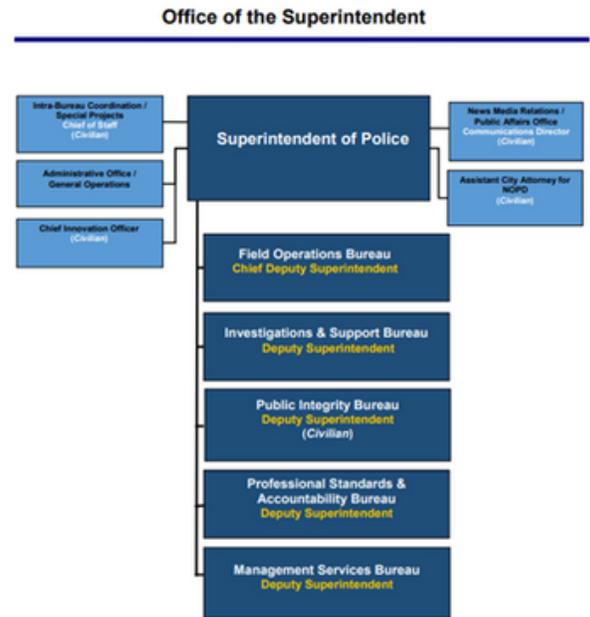


Chart from NOPD Policy Chapter 11.1:
Organizational Structure

Not included in the NOPD policy regarding the chief of the NOPD are additional responsibilities including working with the oversight agencies and offices, ensuring compliance with the federal consent decree, working in consultation with the City Attorney on legal matters related to the NOPD, working with the Chief Administrative Officer (CAO) on all budgetary concerns, understanding the needs, population, and customs unique to New Orleans and the policing landscape, and representing the NOPD to the media, governmental partners, and the public.

At this time, there does not appear to be a public job description or list of criteria outlining what makes a candidate eligible or competitive for the chief position.

Examples of Interview Questions for Chief Candidates

The next several pages include examples of how a line of questioning can be utilized to learn more about the culture, perspective, and decision-making process of the candidates on topics that have local and national relevance. These topics are meant to be opportunities for candidates to give examples of their leadership in specific settings and provide the public or the panel conducting the questioning with information about how this individual would approach aspects of the operational, organizational, and community elements and challenges of being a police chief.



First Amendment and Policing

The purpose of this line of questioning is to gain the candidate's experience with First Amendment issues and explore their thought process regarding how to handle protests, the recording of officers, and other First Amendment concerns that exist within the policing organization.

Protests

- In your opinion, what role should the police play during a protest?
- What is the ideal way to handle protestors or protests as the police?
- In your opinion, when do protests cross over to civil disturbances? What do you look for in a protest to determine if there should be police involvement?
- What experience do you have during the George Floyd protests in 2020?
- When do you believe it is appropriate to use crowd dispersal techniques?
- What would you consider appropriate crowd dispersal techniques?



Recording of Police

- Are there times when it is inappropriate to record police officers?
- Do you have any concerns regarding the public's ability to record the police?

NOPD Employees and the First Amendment

- Do you believe that employees have a right to post as they want on the internet? Does your opinion change if the post is on a personal account?
- Do you believe personal associations of police officers are relevant?
- Under your tenure, can a police officer belong to or participate in an organization that questions the legitimacy of the U.S. government?
- How would you respond to seeing a bumper sticker for Qanon or the Oathkeepers on an employee's car?
- What proactive steps, if any, would you consider in addressing potential employee associations and memberships within the department?

Technology and Equipment

The purpose of this topic is to explore the use of technology advancements and equipment needs under the candidate's leadership. These questions consider the use of facial recognition technology, drones and other remote controlled robotics, and other equipment needs.

Technology Advancements

- What role does facial recognition technology have under your leadership?
- Would you consider utilizing remote controlled robotics to police?
- What new technology have you seen utilized in other police departments across the country that you would consider utilizing in New Orleans? For what purpose?
- If given an opportunity to bring new technology to the NOPD, what steps would you take with the department, community, and / or governmental leadership before making your decision?
- How would you roll out the use of this technology in New Orleans?



Equipment

- What equipment do you believe the NOPD needs to replace or procure and why?

Accessibility

This topic is an opportunity for the candidate to showcase their ideas on how to expand NOPD accessibility to the community and serve those who may be underreporting crime, underreporting officer misconduct, or particularly vulnerable to crime.

Language Accessibility

- What is your experience working as an officer or a leader within a department serving a community that speaks languages other than English?
- What techniques or strategies would you implement to ensure non-English speakers can safely interact with the police and access police services?



Disability Accessibility

- What is your experience working as an officer or a leader within a department to serve those with disabilities including mobility limitations, hearing impairments, and those with visual impairments?
- What techniques or strategies would you implement to ensure that those with disabilities can safely interact with the police and access police services?

Leadership in Declared Emergencies; Hurricanes

This topic is an opportunity for the candidate to showcase their experience leading districts or departments, or experiencing responding to declared emergencies and hurricanes. The chief of the NOPD would be expected to run all operational strategies for officers and make employment decisions regarding evacuation for employees during emergencies and hurricanes. The NOPD has taken great strides to correct the mistakes and misconduct that occurred during Hurricane Katrina, however, it is necessary that the new leadership understands that history and is prepared for any future emergencies or hurricanes.



Declared Emergencies and Hurricanes

- Have you ever policed during a declared emergency or hurricane? When?
- Have you ever had a leadership position during a declared emergency or storm?
- Do you have any experience preparing a department or districtwide declared emergency or hurricane plan?
- What role do you envision the chief having during a declared emergency or storm?
- How will you engage community concerns in declared emergency preparation or hurricane preparedness strategy?

Police Union and Association Involvement



This topic is an opportunity for the candidate to discuss any leadership role, association, relationship, or tie that the candidate has had or does currently hold to any police association or police union in New Orleans, Louisiana, or any other jurisdiction. These relationships are of relevance since unions and associations may influence an officer's perspective on policing. Police chiefs are expected to represent the department in discussions with police associations in New Orleans and any relationship or conflict should be disclosed during the selection process.

Association or Union Involvement

- What relationship do you have with the police associations in New Orleans? Current or prior.
- What is your relationship with police unions in other jurisdictions? Current or prior.
- Have you ever had a leadership position within a police association or union? Where, when, and what role? What did this experience teach you about being a police officer?
- If your experience with police associations or unions was outside of New Orleans, can you please describe the role of the union or association in that jurisdiction.

Role of the Chief with Associations in New Orleans

- How do you believe the police chief should interact with police associations?
- Under your leadership, what should police associations expect from you?

Employee and Internal Concerns

Recently, NOPD employees, associations, and public and governmental leaders have expressed concerns regarding recruitment, retention, morale, and nepotism - all of which affect the agency's ability to provide a desirable workplace. These questions are an opportunity to learn more about how the candidates would handle internal employment concerns within the NOPD.



- There have been accusations of nepotism in the NOPD, how will you address the accusations of nepotism in the NOPD?
- How will you address allegations of favoritism within the NOPD?
- NOPD employees have complained of a "transfer culture," meaning that problematic employees are transferred out of units or districts when problematic instead of utilizing other interventions or discipline. How will you address this perceived "transfer culture"?

- As a leader of the NOPD, how would you improve employee retention?
- What have you previously done to address retention within your district / department?
- As a leader of the NOPD, how would you increase recruitment within the NOPD?
- How would you gauge morale within the department?
- If you learned of low morale within the department, how would you address this concern?
- What experience do you have managing civilian employees?
- Do you think managing civilian employees requires different management strategies than commissioned officers?

Additional Question Topics and Areas

Whoever is conducting the interview should be aware of the candidate's background - including controversies - and should directly ask the candidate about it. No matter who is selected, there will be dark days and potential missteps. How the candidate responds to those past controversies will foreshadow how the candidate may act as a chief. Ideally, the candidate will take appropriate responsibility, describe how they grew from the experience, and explain what they would do differently now.

If conducting a national search, it may be tempting to focus on the failures or shortcomings of the police department or city where the candidate is applying from. For example, if the candidate is applying from a city with a high murder rate, it may be difficult during an interview to take the candidate's strategies on crime reduction seriously; however, the position of the OIPM is that the candidate should be asked directly about those concerns. The candidate should explain what was tried and failed or worked and the unique obstacles that the candidate articulates existed in that region or explain why that data is unreliable. This analysis will bring insight into how the candidate faces these types of regional or departmental difficulties since similar arguments or challenges may exist here in New Orleans.

Additional questions and inquiries of candidates should explore:

- Experience with police reforms under federal oversight and policing under consent decrees and strategy to reach full and effective compliance with the consent decree.
- How the candidate intends to share information and interact with the community, governmental partners, stakeholders, the mayor, the Office of Police Secondary Employment, and oversight agencies.
- The candidate's vision for the NOPD.
- The role the candidate envisions the police play in crime prevention and share any crime plan they may have regarding New Orleans. This is an opportunity for the candidate to speak on community engagement and experience in specialized units, coordinating task forces, or cross-agency collaboration.
- The candidates should have to consider concerns regarding the backlog of sexual assault cases and complaints of the quality of service being provided to survivors – including connections to relevant resources and support.
- The candidate should show an understanding of evidence processing and obstacles that may exist in New Orleans and provide creative solutions for how to address these gaps and backlogs.
- The candidate should be given opportunities to show their creativity and problem solving – such as whether they would reimagine the bureau structure within NOPD or consider remapping police districts.
- The candidate should show an understanding of the NOPD's recent and longer-term history including current events and the challenges facing the department.
- The candidate should have a command strategy for policing during Carnival and festival seasons.
- The candidate should be able to talk through their "succession planning" and describe how they would handle leadership transitions or build a department that isn't overly dependent on the chief.

Final Reflections

Ultimately, the mayor and city council will be responsible for appointing a permanent police chief to the NOPD. This decision will affect the community, the employees of the NOPD, those visiting our city, and the culture and wellbeing of New Orleans.

The OIPM encourages all in a position to question the candidates for chief to use this an opportunity to learn more about how the candidates would engage on topics relevant to both policing in New Orleans and policing nationally.

The candidate should show an appreciation for New Orleans culture from music and performance to festival season. There should be a comfort for policing during these cultural events, handling large crowds, and other policing concerns that exist in a tourist based economy. The candidates should show awareness of our racial landscape and how discriminatory or biased policing will be detrimental to any policing goals and building community trust.

Finally, it is the position of the OIPM that it is vital that stakeholders, partners, and the community be engaged in any search and selection process. Our community can be the police's greatest asset in crime prevention, crime response, the solving of crimes, and in building a safer and more effective police department. That voice should be a part of the metrics that are created to determine the NOPD's success and the community voice should also be a part of the metrics to determine what we are looking for in a police department chief. The OIPM strongly encourages the engagement of the public and stakeholders in the search and selection process.

Sources for Informational Tool

If you would like to know about this material, police chief selection processes across the country, or how police departments are assessed, below are some of the sources that the OIPM utilized in preparing this tool that can be a resource:

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